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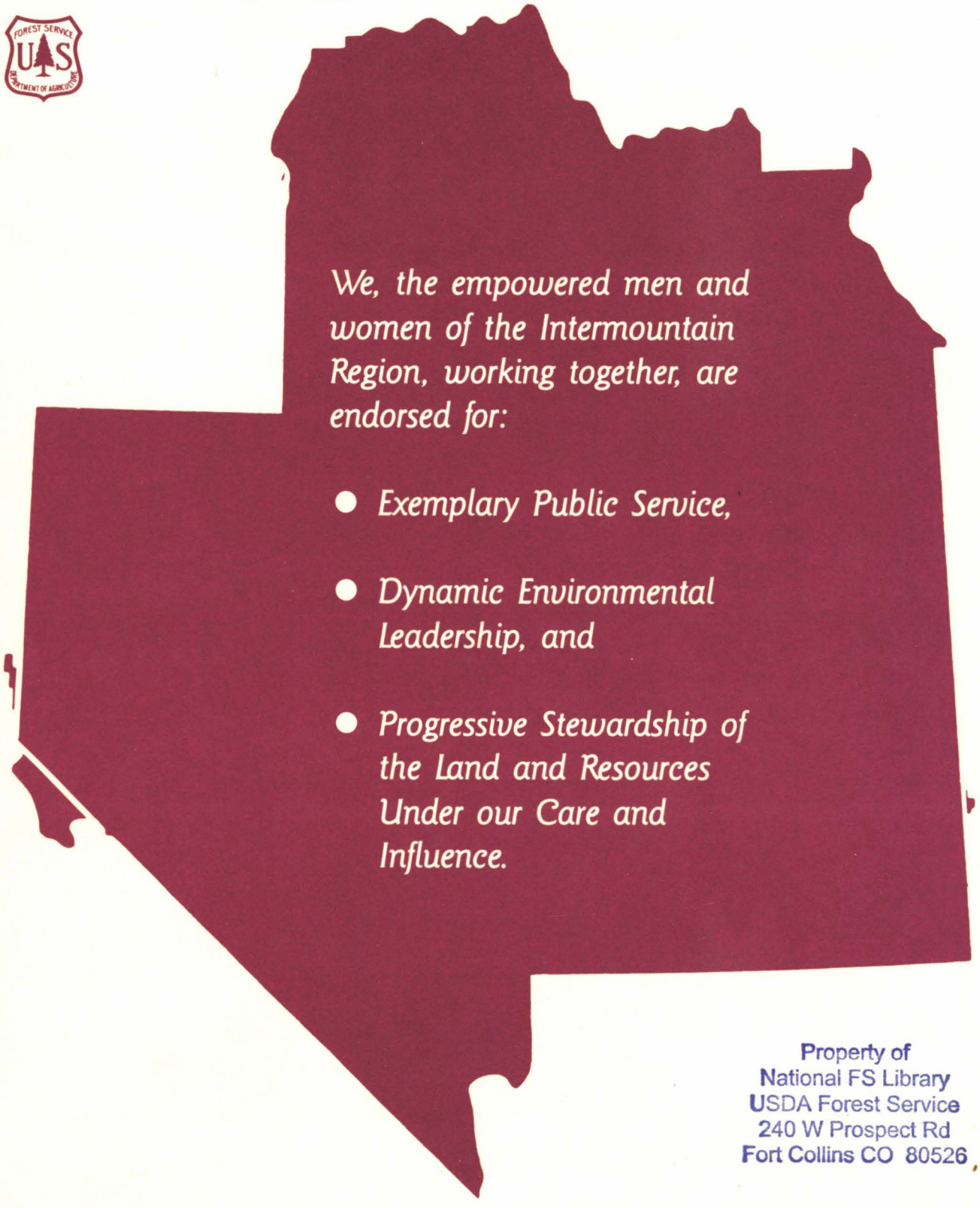
**Intermountain Region**

**Ogden, Utah**

# Intermountain Region Annual Quality Plan 1992



*We, the empowered men and women of the Intermountain Region, working together, are endorsed for:*

- *Exemplary Public Service,*
- *Dynamic Environmental Leadership, and*
- *Progressive Stewardship of the Land and Resources Under our Care and Influence.*

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# EXPLANATION OF THE WORDS CHOSEN FOR THE VISION STATEMENT

***Empowered*** — A much-used word lately. "Empowered" in the Vision Statement stands for employees and others who feel free and challenged to "add value" to their personal products. They have the tools and skills to take initiative in serving the public and to work in a team environment to contribute ideas and suggestions for fulfilling the Forest Service Mission.

***Men and Women*** — Rather than use a general term like "employees" or "persons," the intent is to acknowledge the positive existence of diversity. While it is embarrassing that we still need to highlight gender, it is important to note we are making progress.

***Intermountain Region*** — Rather than simply Region 4, the thought and intent is to use a geographic term (covering a defined area) which encompasses everyone including volunteers, partners, cooperators, citizens, and employees.

***Working Together*** — An important term which is essential to TQM principles and is best described by the words "***teamwork and trust***." The ability of our employees and customers to work and cooperate as a team will be the key to our success.

***Endorsed*** — Our goal is customer satisfaction. Endorsement comes only from satisfied customers.

***Exemplary Public Service*** — Historically and traditionally, a strong value of our employees. The change will hinge on an increased linkage to our customers, both internal and external.

***Dynamic Environmental Leadership*** — The crucial word here is "environmental." The Leadership Team felt a strong need to not only embrace the term, but to strive for a leadership role focused on an ecosystem approach to the management of natural resources.

***Progressive Stewardship*** — The intent of "progressive stewardship" is to combine resource professionalism with our customer's perceptions and expectations in order to serve the public trust.

***Land and Resources Under Our Care and Influence*** — The phrase "under our care" is intended to convey a sense of partnership, rather than ownership. "Influence" denotes that we play an important role in environmental leadership beyond the boundary of the National Forests.

# INTERMOUNTAIN REGION

# ANNUAL QUALITY PLAN

## 1992

One year ago, the Regional Quality Steering Team published the first Intermountain Region Annual Quality Plan. The focus was on improving customer satisfaction through Total Quality Management. Because many of the improvements identified in the 1991 Annual Quality Plan do not lend themselves to completion within one year and will be carried over into 1992, the Regional Quality Steering Team made the decision that the Region does not need a 'new' 1992 Annual Quality Plan. Therefore, the 1991 Plan has been updated to reflect changes in direction, how we are doing, and what still needs to be done.

Some of the most significant changes we have made are not easily expressed on paper. These changes are reflected in our attitudes and behaviors, and have come about as a result of our experience and growth in knowledge. Total Quality provides for open communication and participative decision making. It opens the door for structural organizational changes that improve communication and facilitate accomplishing our goals--ultimately making our collective vision a shared reality.

This past year it has become increasingly clear that we must integrate our efforts toward achieving customer satisfaction and land stewardship through the implementation and monitoring of Forest Land Management Plans. TQM is the way we do business! As we continue to focus on customer satisfaction and meeting customer expectations, both internally and externally, we will continue to grow and change. We will discover new ways of doing business. We will become even more creative and innovative, and be encouraged to stretch our imaginations and abilities. But it is still up to us, all of us pulling together, to make it happen.

Gary F. Reynolds

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Appendix II provides a directory of current members of the Regional Quality Steering Team (QST), Quality Design Team (QDT), TQM Facilitator cadre, and Road Map to Problem Solving Facilitators (DG, telephone, and office location).

# EVIDENCE OF SUCCESS

**Evidence of Success (EOS) are benchmarks used to measure achievement of our vision.**

**We know that our vision is achieved when:**

- **We measure *customer satisfaction** (internal and external) often, and use the results to improve our service in caring for the land and serving people.**
- **We are recognized for responsible *environmental leadership*.**
- **We have *active public involvement* and support in progressive stewardship of National Forest System lands and resources.**
- **We *apply* the concepts of *Total Quality Management* to our *everyday work*.**
- ***Creativity, innovation, and teamwork* are fostered and rewarded throughout the organization.**
- **We *value diversity* as a way to strengthen our organization and achieve quality.**
- **We have *streamlined* our *systems* so they are easy to use and add value for our customers.**

* The key words (italicized) here are used throughout the plan to refer to the individual Evidence of Success.

# Element 1

## MANAGEMENT LEADERSHIP FOR QUALITY IMPROVEMENT

### Purpose:

To provide leadership for the quality process in thought, word, and action.

### 1991 Action Steps Taken:

- The Regional Forester and the Deputies actively participated in the Quality Steering Team (QST) as equals with other QST members.
- The Regional Forester and Deputies each conducted TQM information discussions at Forest Family Meetings during mid-year reviews.
- Leadership Team members screened correspondence and other communications to ensure conformance to TQM principles.
- Developed strategies for the RPA Program and conducted awareness sessions on all units.
- Developed a prioritized listing, description, and recommended action on selected problem statements which are barriers to strengthening on-the-ground administration.
- Emphasis on structuring program proposal around the evidences of success were included in the 1994 Guidelines for Program Development
- Developed the presentation "Changing Management Roles" for use in understanding the climate for empowerment and the role of managers as coaches and leaders.

## 1992 Goals and Actions:

**GOAL** - *Develop understanding throughout the work force and with key customers about the integration of our Mission, Forest Land Management Plans (FLMP), 1990 RPA, and how we implement them through Total Quality Management (TQM) practices and principles.*

| ACTIONS | Who | When |
|---|---|---|
| Conduct working discussions at each unit about TQM practices in integrating and implementing RPA and FLMP. | Leadership Team Members, Regional Forester, Deputies | 4/30/92 |
| Lead a discussion on how TQM principles and practices are used to integrate our vision, the FLMP's, New Perspectives, and other elements of the new Forest Service Management Charter. | Regional Forester, Deputies | Spring Leadership 1992 |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for environmental leadership and active public involvement.*

**GOAL** - *Create a work environment which results in empowered people who, in meeting customer expectations, are actively challenging systems, innovating, creating, and taking responsible risks.*

| ACTIONS | Who | When |
|---|---|---|
| Develop a strategy for facilitating behavior that is supportive of TQM principles and leads to its implementation. | New Organization Behavior Quality Improvement Team, Leadership Team, PAO | See Appendix I |
| Conduct management actions and make decisions that amplify TQM principles. | Leadership Team | Now & Continuing |

**TARGET EOS** - *These actions will move us toward the Evidence of Success creativity, innovation, teamwork, and Total Quality Management in everyday work.*

**GOAL** - *Organize and allocate funding to improve the quality of on-the-ground administration and integrated resource management.*

| ACTIONS | Who | When |
|---|---|---|
| Identify and adopt an analytical process for evaluating strategies which, when implemented, will enhance both internal and external customer service at the Region, Forest and District levels. | Organizing to Provide Quality Customer Service QI Team | See Appendix 1 |
| Identify and implement a strategy for Integrated Ecosystem Management for the Region | Integrate Resource Management QI Team | See Appendix 1 |
| Implement Forest Plans and Projects in accordance with the 1990 RPA Strategy. | Leadership Team | Continuously |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for environmental leadership and active public involvement.*

# Element 2

## ORGANIZING FOR QUALITY IMPROVEMENT

### Purpose:

To develop the organizational framework that will support the quality improvement process.

### 1991 Action Steps Taken:

- Additions have been made to the Regional cadre of TQM Facilitators to provide awareness education and technical consultation.
- Several Forests, Districts, and RO Staff Groups have adjusted organizations to meet the Quality design.
- An integrated Wilderness Policy Council was established.
- The QDT and QST continues to network with other organizations, agencies, and consultants involved in Total Quality Management.

### 1992 Goals and Actions:

**GOAL -** *Ensure ongoing maintenance of organization for quality improvement.*

| ACTIONS | Who | When |
|---|---|---|
| Encourage implementation and strengthen Unit Quality Steering Teams. | QST, Leadership Team, QDT | Monitor semi-annually |
| Encourage continued prudent use of Unit Quality Improvement Teams. | QST, Leadership Team, QDT | Monitor semi-annually |
| Continue to certify TQM Facilitators and Roadmap to Problem-Solving Facilitators | QDT, Vendor | Continuing |
| | | |

| ACTIONS | Who | When |
|---|---|---|
| Develop guidelines for managing TQM Facilitator Cadre, including initial and continuing education, roles, and time allocation. | QDT | 2/28/92 |
| Continue resource allocation for TQM. | Leadership Team | 1992 and outyear budgets |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work, creativity, innovation, and teamwork.*

**GOAL** - *Reduce barriers and provide encouragement for changes in organizational structure/operations to improve quality.*

| ACTIONS | Who | When |
|---|---|---|
| Provide information to Regional leadership members, or whoever appropriate, on both public and private sector innovations in organizational structure/operations for quality improvement. | QDT, QST | Monthly |
| Encourage, evaluate, emphasize, and reward trial implementation of innovations in organizational structure/operations for quality improvement. Use the Intermountain Reporter as the vehicle to celebrate innovations. | Regional Forester, Deputies, Leadership Team | Quarterly |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for creativity, innovation, teamwork, and streamlined systems.*

## Element 3

# EDUCATION FOR QUALITY IMPROVEMENT

## Purpose:

To teach the skills for applying the concepts of Total Quality Management to our everyday work.

## 1991 Action Steps Taken:

- Awareness Workshops have been conducted on all units for permanent employees. In addition, workshops have been conducted by some units for seasonal employees.
- QST selected a vendor for problem-solving training. Facilitator trainers have been trained and two facilitator workshops have been conducted.
- Completed a major rewrite of the problem-solving training program to replace incompatible materials and to improve process flow.
- Awareness Workshop materials have been updated to reflect the current status of TQM in the Region.
- Reference materials (books, videos, and articles) have been identified and purchased for the Total Quality Management library.
- Increased staffing in Employee Development Group to facilitate integration of TQM principles in the Training Program for the Region.
- Accomplished the integration of the annual Professional Orientation into Management I for all employees.

## 1992 Goals and Actions:

**GOAL -** *Provide educational opportunities in TQM related concepts and skills which meet specific Forest Service needs.*

| ACTIONS | Who | When |
|---|---|---|
| Offer TQM Awareness for all new employees. | QDT, Employee Development Branch, TQM Facilitators | Within six to ten months of arrival in Region |
| Ensure that TQM concepts are integrated into all meetings, courses, and workshops. | Designers of meetings, courses, and workshops. | Continuously |
| Train Quality Improvement Team Leaders in Team Problem Solving. | Team Problem Solving Trainers | Within one month of Team establishment |

| ACTIONS | Who | When |
|---|---|---|
| Begin or continue to offer training in the following areas:<br>Team Problem Solving<br>Toward Excellence<br>Investment in Excellence<br>Supervision (Updated Version)<br>Situational Leadership<br>Facilitation Skills<br>Negotiation Skills<br>Choosing By Advantages:<br>Sound Decision Making<br>Interactive Decision Making<br>Systematic Development of Informed Consent/Bleiker<br>Real Time Customer Service | Employee Development Branch, QDT | Continuing |
| Explore courses for improving skills in:<br><br>Customer Service<br>Congruent Decision Making<br>Effective Decision Making<br>Listening<br>Managing Change<br>Cross-functional Coordination<br>Intensive Executive Development (Self-Awareness) | Employee Development Branch, QDT, New Organization Behavior QI Team | Continuing |
| Develop a Regional Library of TQM reference material (books, articles & videos) and provide easy access for customers. | QDT, Public Affairs Office | 4/92 |
| Provide information on external Quality Conferences and Workshops. | QDT | Monthly |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work.*

## Element 4

# DEVELOP SENSITIVITY TO CUSTOMER EXPECTATIONS

## Purpose:

To become more sensitive, perceptive, and aware of the needs of our customers, both internal and external.

## 1991 Action Steps Taken:

- During Spring Leadership Team Meeting, Emil Bohn spoke on the anatomy of change. The emphasis was on how to deal with change.
- Continued with "Listening Post" in Regional Office where RF and Deputies regularly meet with employees to hear ideas, concerns, and suggestions. Encouraged same at Forest and RO Staff levels.
- The NEPA QI Team identified a process for improving public involvement in the NEPA process and this is being tested on the Dixie National Forest.
- Frontliner QI Team's recommendations for information packets were marketed to the rest of the Region.
- 1991 annual peer evaluation for Forest Supervisor/RO Staff Director, and WO counterparts used the TQM style, emphasizing negotiating and meeting customer expectations.
- Many units have developed newsletters to share their TQM experiences.

## 1992 Goals and Actions:

**GOAL** - *Instill "Sensitivity to customer expectations" as a guiding principle in the Intermountain Region work force.*

| ACTIONS | Who | When |
|---|---|---|
| Leadership Team leads by example. | Leadership Team | Now & Continuing |
| Employees monitor their correspondence, telephone, DG, and other communications for sensitivity to customer expectations. | All Intermountain Region employees | Now & Continuing |
| Develop style throughout Region to monitor whether we have met customer expectations. | All Intermountain Region employees | Now & Continuing |
| Identify approaches and techniques to assist in identifying and negotiating customer expectations. | Customer Expectations QI Team, Public Affairs Office | See Appendix I |

| ACTIONS | Who | When |
|---|---|---|
| Implement and track effectiveness of "Bleiker training" as the solution to inadequate customer involvement throughout the NEPA process. | Customer Involvement in NEPA QI Team | See Appendix I |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for customer satisfaction, Total Quality Management in everyday work, and value diversity.*

# Element 5

## QUANTIFYING QUALITY IMPROVEMENT

## Purpose:

In every organization, there are key indices, or measurements, that reveal how that organization is doing with quality. These measurements allow for quantification of current levels of conformance and serve as a yardstick for measuring improvement. The second Essential of Quality Improvement is: "Measurements of quality are through indicators of customer satisfaction, rather than indicators of self-gratification."

## 1991 Action Steps Taken:

- Developed a procedure for measuring quality improvement on each unit
- Emphasis on structuring program proposal around the evidences of success was included in the 1994 Guidelines for Program Development
- Units are establishing quality baselines

## 1992 Goals and Actions:

**GOAL** - *Develop and install a process for measuring quality improvement progress.*

| ACTIONS | Who | When |
|---|---|---|
| Complete establishment of Measuring Quality Improvement baseline. | Forest Supervisors, Directors | 3/1/92 |
| Assess the effectiveness of efforts of Measuring Quality Improvement | Element 5 Champion, QST, QDT | 6/1/92 |
| | | |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for customer satisfaction.*

# Element 6

## COMMUNICATION

## Purpose:

Ensure that TQM philosophy spreads to every part of the Intermountain Region by defining and demonstrating management's commitment and the importance of quality to the health of the Forest Service.

## 1991 Action Steps Taken:

- Management continues to participate in TQM awareness workshops and other related training sessions.
- Numerous articles were published in the Intermountain Reporter addressing TQM concepts.
- Communication Strategy and Action Plan have been completed.
- Employees are taking advantage of communication skills training. The Regional Communication Strategy training course was full.
- A number of the units have established various kinds of Quality Service Awards to recognize quality customer service.
- Many units have developed newsletters to share their TQM experiences.

## 1992 Goals and Actions:

**GOAL** - *Assimilate the quality improvement process into the Region's culture and value system.*

| ACTIONS | Who | When |
|---|---|---|
| Continue to encourage inclusion of communication skills training in Individual Development Plans. | Employee Development Branch, Individual Work Supervisors | 11/1/91 |
| Implement the communication strategy and action plan to facilitate ownership of TQM among Intermountain Region Employees. | Public Affairs Office, Quality Steering Team (QST), Quality Design Team (QDT) | 12/30/91 |
| | | |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work and customer satisfaction.*

**GOAL** - *Reinforce and celebrate quality improvement in the Intermountain Region.*

| ACTIONS | Who | When |
|---|---|---|
| Emphasize the recognition of quality teamwork. | QST, Leadership Team, Work Supervisors | Continuously |
| Encourage peer recognition awards. | Leadership Team, TQM Facilitators | Continuously |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for creativity, innovation, and teamwork.*

**GOAL** - *Make information on Quality Improvement Projects available.*

| ACTIONS | Who | When |
|---|---|---|
| Activate a network to transfer information between units. | QDT | 2/1/92 |
| | | |

**TARGET EOS** - *This action will move us toward the Evidence of Success for creativity, innovation, teamwork, and Total Quality Management in everyday work.*

# Element 7

## ACTIONS FOR QUALITY IMPROVEMENT

### Purpose:

Implement projects, systems, procedures, and tools which improve service to our customers. "It's the doing that gets the improving done."

### 1991 Action Steps Taken:

- Chartered six Regional Quality Improvement (QI) Teams.
- Integrated Choosing By Advantages Decision Making System into TQM through pilot testing.
- Quality Policy Deployment project for priority setting and efficient use of available time (addresses Priority Setting issue identified by the Strengthen On-The-Ground Administration QI Team) is being trial implemented.
- Self Managed Work Teams are being trial implemented. An information network has been established.
- Quality Improvement Teams have been established on most units. Teams are at various stages in the process and are too numerous to mention.

### 1992 Goals and Actions:

**GOAL** - *Quality Improvement Teams function according to TQM principles.*

| ACTIONS | Who | When |
|---|---|---|
| Develop guidelines for identifying future Quality Improvement Projects, and for establishing and managing Quality Improvement Teams. | QST, QDT | 12/30/91 |
| Ensure that QI Teams have the tools, skills, and authority necessary to implement their solutions. | QI Mentor | Monitor semi-annually |
| Teams implement (on trial basis) and track effectiveness of their solutions. | QST, QI Teams | Continuing |
| | | |

**TARGET EOS** - *These actions will move us toward the Evidence of Success creativity, innovation, teamwork, and Total Quality Management.*

**GOAL** - *Have tools for both individual and team efforts in quality improvement available.*

| ACTIONS | Who | When |
|---|---|---|
| Continue to identify, develop, and provide access to tools for quality improvement. | QST, Employee Development Branch, QDT, TQM Facilitators | Continuously |
| Strategically plan implementation of concepts outlined in "Service Within" as they apply to R-4 and begin trial implementation. | QDT | 12/30/91 |
| Complete training for the Congruent Decision Making part of CBA on the Kamas and Carson R.D.s as part of the priority setting project. | QDT, Employee Development Branch, District Offices | 4/1/92 |
| Continue to experiment with Self-Directed and/or Self-Managed Work Teams. Complete a progress report on the successes and pitfalls of Self Management Work Teams. | QDT, Employee Development Branch, Unit Staffs | 5/30/92 |
| Complete a progress report on results of the priority setting project. | Element Champion | 9/30/92 |
| | | |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for creativity, innovation, teamwork, and Total Quality Management in everyday work.*

**GOAL** - *Implement top priority projects for quality improvement.*

| ACTIONS | Who | When |
|---|---|---|
| Provide resources and guidance to Regional Quality Improvement Teams. | Quality Steering Team (QST), Quality Design Team (QDT) | Continuing |

| ACTIONS | Who | When |
|---|---|---|
| Complete Improvement Projects. (The improvement projects are the key to meeting our Evidence of Success. Details on these projects have been included in Appendix I to make the Plan more readable) | QST, QI Teams, QDT:<br>1. Customer Expectations<br>2. New Organizational Behavior<br>3. Integrated Ecosystem Management<br>4. Customer Involvement in NEPA<br>5. Frontliner Quality Service Team Approach<br>6. Frontliner Recognition<br>7. Organizing to Provide Quality Customer Service | See Appendix I |
| Encourage establishment of Unit Quality Improvement Projects. | Leadership Team, TQM Facilitators, Unit QST | After Unit QST establishment |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for customer satisfaction, Total Quality Management in everyday work, creativity, innovation, teamwork, environmental leadership, and public involvement.*

# Element 8

## ANNUAL PLAN FOR QUALITY IMPROVEMENT

**Purpose:** Mary & Curt

To continually refuel and relaunch the quality improvement process and to manage change.

## 1991 Action Steps Taken:

- Developed and distributed the Annual Quality Plan for 1991 which will serve as a model for the Region.

## 1992 Goals and Actions:

**GOAL** - *Maintain a viable TQM process in the Intermountain Region for managing change with a customer focus.*

| ACTIONS | Who | When |
|---|---|---|
| Monitor progress of and remove barriers for Quality Improvement Teams. | QST, QDT | Continuously |
| Monitor accomplishments of actions implemented under each Element. | Element Champion | Quarterly |
| Develop and distribute the 1992 Annual Quality Plan. | QST, QDT, Leadership Team | 11/15/91 |
| Establish a framework to develop the 1993 Annual Quality Plan that is focused on the Evidence of Success rather than the TQM Elements. | QST, QDT | 2/1/92 |
| | | |

**TARGET EOS** - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work.*

# APPENDIX I

# QUALITY IMPROVEMENT PROJECTS

## Project Title Strengthen On-The-Ground Administration

## Objective

Provide the Quality Steering Team with a prioritized listing, description, and recommended actions on selected problem statements which are barriers to strengthening on-the-ground administration.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Gary Sayer, Toiyabe S.O. |
| Mentor: | Bob Joslin, Regional Office |
| Members: | John Butt, Regional Office |
| | Ray Hall, Regional Office |
| | Jim Lancaster, Boise- Emmett R.D. |
| | Hugh Thompson, Dixie S.O. |

Report in

## Strengthen On-The-Ground

Defined as: Increasing the force, vigor, power, intensity, and effectiveness of our actions to achieve objectives prescribed by Forest Plans on the surface of the earth within the area of the National Forests of the Intermountain Region.

## Results

A prioritized list of issues identified by the team are:

1. ***Information Overload*** - There is an information overload having two aspects: (a) the upward requirement of information reports and requests; and (b) the downward and horizontal proliferation of unsolicited shared information through CEO is overwhelming.

2. ***Conformance to Standards and Guidelines*** - On-the-ground conditions, associated with current activities and outputs, do not consistently reflect conformance to Forest Plan Standards and Guides and approved implementation plans.

3. ***Integrated Resource Management*** - Desired integrated ecosystem management is not happening.

4. ***Priority Setting*** - The quality of on-the-ground administration is not meeting multiple customer expectations because priority setting, designed control of expanding individual workloads at all levels, and efficient use of available time is not occuring.

5. ***Total Cost of Needed On-The-Ground Work is Unknown*** - The cost of quality on-the-ground administration for planned and induced effects is not uniformly defined, structured, or incorporated into the program development and budgeting process.

6. ***Funding and Organization Structure*** - Inefficiencies associated with current organizational structure (RO and SO staff, fixed costs, etc) detracting from on-the-ground administration are accepted without close scrutiny.

## Action

Items 1b, 3 and 6 were chartered as Regional Quality Improvement Teams. See the charters for "Information and Communication (CEO Productivity)", "Integrated Resource Management", and "Organizing to Provide Quality Customer Service" included in this appendix. Item 4 is being dealt with through trial implementation of Congruent Decision Making on three National Forests. The remaining items were accepted as issues that are available for QI Teams at the Forest level.

## For More Information:

Contact any team member or request the report ***Strengthen On-The-Ground Administration*** from the Quality Design Team.

## Project Title Frontliner Quality Service Team Approach

## Objective

Develop a process to provide quality information and service to the public in a prompt manner.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Patti Jacobsen, Payette S.O. |
| Mentor: | Jan Bowey, Humboldt-Mountain City R.D. |
| Members: | Andy Godfrey, Fishlake S.O. |
| | Barbara Todd, Sawtooth S.O. |
| | Lorrie Wiggins, Regional Office |

## Problem Statement

Field-going personnel are often unable to respond promptly to questions from the recreating public while they are away from the office.

## Solution

A packet was developed for field-going vehicles which contained information most often requested by the public (travel plans, status of campgrounds and trails, local fishing regulations, etc.). The project was trial implemented on the Sawtooth NRA, Fishlake N.F., Payette S.O., and McCall R.D. Seasonal employees and campground hosts indicated these information packets improved customer service by 70% over previous years.

## 1991 Goals

Develop a product marketing strategy for Quality Improvement Projects and other innovative ideas, and test the strategy by marketing the information packets.

## Evidence of Success

During the 1991 field season, 75% of Region 4 units had and utilized information packets in field-going vehicles to improve customer service.

## Results

- Presentation to Region 4 Leadership Team about the information packets and their availability.
- Presentation to all Region 4 District Rangers at the Park City Transition Meeting about the information packets and their availability.
- Presentation at Frontliners Workshop hosted by the Salmon N.F. about the information packets and their availability.
- Telephone campaign aimed at increasing the quantity of information packets ordered prior to the 1991 field season.

## OnGoing Work

- Called all Region 4 units to see if the Evidence of Success was accomplished.
- Present the successes and pitfalls of the marketing strategy to the QST. Completion of project.

## Resources Required

## Project Title Customer Involvement in NEPA

## Objective

Look at underlying causes of "poor quality NEPA work" and recommend, test, and implement solutions.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Dave Hoefer, Regional Office |
| Mentor: | Susan Giannettino, Wasatch-Cache S.O. |
| Members: | Carl Linderman, Caribou-Pocatello R.D. |
| | Paul Oakes, Caribou S.O. |
| | Chip Sibbernsen, Wasatch-Cache-Logan R.D. |
| | Clyde Thompson, Wasatch-Cache-Evanston R.D.* |
| | *Transferred to another Region. |

## Problem Statement

Inadequate customer involvement throughout the NEPA process is a major contributor to appeals, unexpected resistance to decisions, and/or unsupportable decisions.

## Root Causes

Numerous causes were identified; however, the team focused on: "Scoping and consensus building have not become a way of life. We continue to look at it as a barrier to getting our real jobs done".

## Solution

Institutionalize a dialogue process with our customers throughout the NEPA process. We feel this can be most effectively accomplished using techniques developed by Hans Bleiker in his course on Systematic Development of Informed Consent. Major topics covered in this course include:

1. Citizen Participation Principles
2. Designing Your Citizen Participation Program
3. Citizen Participation Techniques
4. Administration and Management of Your Citizen Participation Program.

We recognize there will be instances that present a need for formal negotiation; however, our objective is to develop informed consent prior to the decision date. We believe Systematic Development of Informed Consent will make customer participation in the NEPA process become a way of life in the Intermountain Region.

In October 1991, "Systematic Development of Informed Consent" will be taught on the Dixie National Forest. Pre and post monitoring will be done to determine the effectiveness of that training in improving quality customer involvement in the NEPA process. In March 1992, the Regional Office will provide a training session in Salt Lake City.

## For More Information

Contact any team member or request the report ***A Strategy for Institutionalizing Dialogue with Our Customers*** from the Quality Design Team.

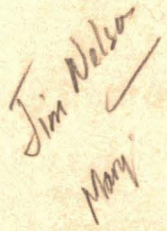
## Resources Required (actual)

1,548 Work Hours

## Project Title — Organizing to Provide Quality Customer Service

## Objective

By the end of Fiscal Year 1992, identify and adopt an analysis process for evaluating strategies which, when implemented, will enhance both internal and external customer service at the Region, Forest, and District levels at a cost not to exceed $50,000. Focus of the process will be to demonstrate value-add.



1. Developed strategies which are driven by:

   A. Integrated management of traditional organization functions at appropriate levels.
   B. Efficiencies enhancing customer service and stewardship for Region 4.
   C. Enhanced funding available for implementing and monitoring Forest Land Management Plans at appropriate levels.

2. Test and evaluate recommended strategies on selected Region 4 Forests and RO staffs as appropriate.

3. Provide Technology Transfer to other regions as strategies are verified.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Bill McCrum, Region 1 |
| Mentor: | Jim Nelson, Toiyabe S. O. |
| Members: | To Be Selected |

## Desired Future Condition

To provide a multiculture workforce with skills to assure quality customer service in a line/staff organizational configuration, with emphasis on decentralized decision making in a fully integrated manner. We use our available human and financial resources both effectively and efficiently, at RO, SO, and District levels providing quality customer service working toward full funding levels as specified in Land and Resource Management Plans.

## Present Situation

We are continually challenged by our external customers and suppliers (Timber Sales Operators, Permittees, Environmentalists, etc.) to meet their expectation for quality service. In most cases, we are not meeting quantity objectives prescribed by Forest Plans. Congress is questioning the low amounts of appropriations reaching the ground level. Employees question staffing levels at higher organizational levels. We need to identify opportunities to stretch available resources to ensure we are staffed and organized to most effectively and efficiently provide quality service to our customers.

Our current skills, staffing, and organization have been determined more by historical organizations and traditional programs than by current or projected customer service expectations and programs. Meeting integrated resource management objectives may require changes in current organizational concepts. Various organizational alternatives may also help us achieve a more diverse workforce to meet the cultures of customers expecting these services.

Our human (FTE) and financial resources are currently used approximately as follows: RO, 15%; SO, 55%; RD; 30%. Currently our budgeting allocating process forces short falls to the District level. We are operating at substantially less than full service orientation, we need to evaluate how we can best provide quality customer service at each level at the organization.

## Resources Required

$20,000

## Project Title — Providing an Integrated Resource Management Process

## Objective

By June 1992, develop an Integrated Resource Management process for Forest Plan implementation and project planning within Region 4. In addition, develop a marketing plan which would include training materials to develop an awareness and understanding of the process among the Region's employees.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Brad Merrill-Exton, Targhee-Teton Basin R.D. |
| Mentor: | Bob Joslin, Regional Office |
| Members: | Randy Swick, Toiyabe S.O. |
| | Carol Lyle, Caribou S.O. |
| | Jeff Laub, Bridger-Teton S.O. |

## Desired Future Condition

Develop a booklet and/or video that will describe the Integrated Resource Management process as it will be emphasized in Region 4. This information will be used in acquainting and training personnel in the process and how to make it work on the ground. The team will work closely with resource and training specialists within the Region.

## Present Situation

Even though public interest and support for most of the resource programs within the Forest Service is high, we have not always developed programs that are commensurate with our customer's desires. Often times, the non-commodity programs are perceived as secondary to the commodity oriented programs. Some Forest Plans do not provide a desired future condition or vision for many of the resources located in the National Forests. For example, many of our Forest Plans are designed or interpreted to achieve a single resource objective such as harvesting timber. Instead, we should be determining and creating the desired future vegetative conditions to achieve multiple resource benefits. Our current skills are important in implementing an Integrated Resource Management program, but staffing and organization have mostly been determined by historical organizations and traditional/functional programs that have not emphasized an integrated approach to Resource Management. Integrated Resource Management will require a "New Perspectives" look at management, a teamwork approach that requires integrating our thoughts and efforts as we integrate the management of the resources.

## Results

## Resources Required

No estimates.

## Project Title — Meeting Customer Expectations

## Objective

To identify useful approaches and techniques to assist in identifying and negotiating customer expectations.

Phase I: Identify approaches and techniques of meeting customer expectations, and identify characteristics of customer groups/situations to which they best apply.

Phase II: Test and implement.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | George Morris, Manti-LaSal S.O. |
| Mentor: | Sharon Metzler, Manti-LaSal S.O. |
| Members: | Floyd Bartlett, Ashley S.O. |
| | Lee Bennett, Manti-LaSal-Monticello R.D. |
| | Carol Nunn, Uinta-Spanish Fork R.D. |
| | Mark Van Every, Dixie S.O. |
| | Cindy Chojnacky, Regional Office |

## Results

**Phase I**

| | |
|---|---|
| 5/90 | Region 4 Leadership Team selected topic of Meeting Customer Expectations as a top priority Regional Quality Improvement Project. |
| 6/90 | Region 4 Quality Steering Team drafted Quality Improvement Project Charter. Selected Mentor and Team Leader. |
| 7/90 | Team Leader presented draft proposal to QST. |
| 8/90 | QI Team met for introductions, orientation to task, and basic assignments. (First Team Meeting) |
| 8/90 | Team to present recommended outline for Quality Improvement Project to QST for concurrence. |
| 9-10/90 | Team meetings to flesh out concept and develop examples. (3 Meetings) |
| 11/90 | Team Report to QST. |
| 12/90 | Team Report at Region 4 Symposium. |

**Phase II**

| | |
|---|---|
| 1-12/91 | Field testing with QST concurrence. |

## Resources Required

## Project Title Frontliner Recognition

## Objective

Increase recognition of the importance of the "frontline" job in Forest Service customer relations.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Erin O'Connor-Henry, Toiyabe-Bridgeport R.D. |
| Mentor: | Ed Browning, Regional Office |
| Members: | Marian Boulter, Targhee S.O. |
| | Marian Buenger, Salmon S.O. |
| | Barbara Burgan, Wasatch-Cache-Ogden R.D. |
| | Marie Davis, Targhee S.O. |
| | Georgia Higgins, Toiyabe S.O. |
| | Marilyn Merrill, Caribou S.O. |
| | Roma Nelson, Sawtooth NRA |
| | Carolyn Smith, Challis-Lost River R.D. |

## Results

- Developed Frontliner GS-5 Bridge Position - Developed a GS-5 job description in the Information Assistant Series that can be used for Frontliners to bridge between Receptionist positions and the Information Assistant series.

- Model Forest Organization - Developed a model Frontliner organization for implementation at Forest and District levels.

- Training Courses - Developed a curricula of courses available for Frontliner use. Courses are available from various sources (Forest Service, OPM, and private consultants). Courses are grouped into modules for the beginner, intermediate, and experienced Frontliner.

- Regional Office Home Unit - Arranged for the Public Affairs Office (PAO) to serve as the "home unit" for Regional Frontliner programs and activities.

- R.O. Support Group - Organized an RO support group composed the Directors from PAO, R&L, and PM, and the Frontliner Quality Improvement Team Mentor.

- Frontliner Career Development Package - Compiled information useful for Fronliner career development and distributed to all Frontliners in Region 4.

## Resources Required

No estimates.

## Project Title New Organizational Behavior

## Objective

Create a strategy for a work environment that results in empowered people who, in meeting customer expectations, are actively challenging systems, and innovating, creating, and taking responsible risks.

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Laura Ferguson, Regional Office |
| Mentor: | Clair Beasley, Regional Office |
| Members: | Joe Bistryski, Ashley-Duchesne R.D. |
| | Tom Contraeas, Dixie-St. George R.D. |
| | Dave Holland, Regional Office |
| | H.C. McChesney, Payette-Weiser R.D. |
| | Craig Nathe, Wasatch-Cache-Evanston R.D. |
| | Donna Smedley, Bridger-Teton S.O. |

## Situation Statement

All the Intermountain Region's permanent workforce has received the basic orientation for Total Quality Management. In addition, on August 7, 1991, Associate Chief George Leonard issued the draft of the Framework for Quality and Excellence in the Forest Service. This provides the foundation for management accountability in moving the organization forward with a work environment that will result in an empowered workforce. Our Region's "Next Step" in TQM efforts will also assist in creating cultural change. Most of the needed change can best be achieved at the local unit; therefore, we will disband this proposed QIT and concentrate efforts at the local unit level.

## Project Title Information and Communication (CEO Productivity)

## Objective

## Quality Improvement Team Roles

| | |
|---|---|
| Leader: | Steve Werner, Regional Office |
| Mentor: | Clair Beasley, Regional Office |
| Members: | Connie McCaughey, Wasatch-Cache-Logan R.D. |
| | Mick Kessel, Ashely S.O. |
| | Greg Clark, Bridger-Teton-Big Piney R.D. |
| | Glenna Prevedel, Regional Office |
| | Bonnie Coleman, Toiyabe S.O. |
| | Ron Beveridge, Boise S.O. |
| | Mike Sieg, Wasatch-Cache-Salt Lake R.D. |

## Problem Statement

The downward and horizontal proliferation of unsolicited shared information through CEO is overwhelming.

## Solution

## 1991 Goals

## Evidence of Success

## Results

## Resources Required

# APPENDIX II

## ADDRESS & TELEPHONE DIRECTORY

### QUALITY STEERING TEAM

| NAME | UNIT | TELEPHONE | DG ADDRESS |
|---|---|---|---|
| Clair C. Beasley | Regional Office | (801) 625-5608 | :R04A |
| David E. Blackner | Regional Office | (801) 625-5775 | :R04A |
| Jan Bowey | Humboldt NF | (702) 763-6691 | :R04F09D01A |
| Edwin R. Browning | Regional Office | (801) 625-5149 | :R04A |
| Susan Giannettino | Wasatch-Cache NF | (801) 524-5030 | :R04F19A |
| Mark Johnson | Caribou NF | (208) 847-0375 | :R04F05D03A |
| Robert C. Joslin | Regional Office | (801) 625-5603 | :R04A |
| Sharon Metzler | Manti-LaSal NF | (801) 637-2817 | :R04F10A |
| R. M. (Jim) Nelson | Toiyabe NF | (702) 331-6444 | :R04F17A |
| Gray Reynolds | Regional Office | (801) 625-5605 | :R04A |

### QUALITY DESIGN TEAM

| NAME | UNIT | TELEPHONE | DG ADDRESS |
|---|---|---|---|
| Roberta Beverly | Regional Office | (801) 625-5776 | :R04A |
| David E. Blackner | Regional Office | (801) 625-5775 | :R04A |
| Lorie Price | Regional Office | (801) 625-5775 | :R04A |
| Vacant | Regional Office | (801) 625-5779 | :R04A |

## TQM FACILITATORS

| NAME | UNIT | TELEPHONE | DG ADDRESS |
|---|---|---|---|
| Mary Wagner | Ashley NF | (801) 789-1181 | :R04F01A |
| Fran Reynolds | Ashley NF | (801) 789-1181 | :R04F01A |
| Garth Heaton | Ashley NF | (801) 789-1181 | :R04F01A |
| Terry Sexton | Boise NF | (208) 392-6681 | :R04F02D03A |
| Fred Kingwill | Bridger-Teton NF | (307) 733-2752 | :R04F03A |
| Paul Oakes | Caribou NF | (208) 236-7500 | :R04F05A |
| Linda Ward | Caribou NF | (208) 236-7500 | :R04F05A |
| Don Luhrsen | Caribou NF | (208) 547-4356 | :R04F05D02A |
| Sheri Johnson-Hughes | Challis NF | (208) 879-5204 | :R04F06A |
| Ken Rodgers | Challis NF | (208) 838-2201 | :R04F06D03A |
| Richard G. Evans | Dixie NF | (801) 865-3752 | :R04F07A |
| Kevin Schulkoski | Dixie NF | (801) 826-4221 | :R04F07D04A |
| Lou Anne Eaton | Fishlake NF | (801) 896-9233 | :R04F08A |
| Lars Lind | Humboldt NF | (702) 738-5171 | :R04F09A |
| John Haney | Humboldt NF | (702) 752-3357 | :R04F09D02A |
| Rodney Player | Manti-LaSal NF | (801) 637-2817 | :R04F10A |
| Varian Allen | Manti-LaSal NF | (801) 637-2817 | :R04F10A |
| Rudy Verschoor | Payette NF | (208) 253-4215 | :R04F12D01A |
| Bob Russell | Salmon NF | (208) 756-3724 | :R04F13B |
| Rebecca Cothran | Salmon NF | (208) 865-2383 | :R04F13D02A |
| Bob Wildman | Sawtooth NF | (208) 737-3246 | :R04F14A |
| Marsha Phillips | Targhee NF | (208) 624-3151 | :R04F15A |
| David Sleight | Targhee NF | (208) 374-5422 | :R04F15D01A |
| Erin O'Connor-Henry | Toiyabe NF | (702) 355-5306 | :R04F17A |
| Bill Van Bruggen | Toiyabe NF | (619) 932-7070 | :R04F17D02A |

## TQM FACILITATORS (continued)

| NAME | UNIT | TELEPHONE | DG ADDRESS |
|---|---|---|---|
| Jocelyn Biro | Toiyabe NF | (702) 882-2766 | :R04F17D01A |
| Tom W. Frolli | Toiyabe NF | (702) 964-2671 | :R04F17D03A |
| Larry Raley | Toiyabe NF | (702) 964-2671 | :R04F17D03A |
| Millie Grune | Toiyabe NF | (702) 355-5375 | :R04F17A |
| Tom Tidwell | Uinta NF | (801) 798-3571 | :R04F18D03A |
| Syd Jacques | Uinta NF | (801) 377-5780 | :R04F18A |
| Rich Williams | Wasatch-Cache NF | (801) 524-5030 | :R04F19A |
| Bill Thompson | Regional Office | (801) 625-5250 | :R04A |
| Marjorie Leonard | Regional Office | (801) 625-5773 | :R04A |

## ROADMAP TO PROBLEM SOLVING FACILITATORS

| NAME | UNIT | TELEPHONE | DG ADDRESS |
|---|---|---|---|
| Laura West | Ashley NF | (801) 789-1181 | :R04F01A |
| Paul Oakes | Caribou NF | (208) 236-7500 | :R04F05A |
| Linda Ward | Caribou NF | (208) 236-7500 | :R04F05A |
| Don Luhrsen | Caribou NF | (208) 547-4356 | :R04F05D02A |
| Sheri Hughes | Challis NF | (208) 879-5204 | :R04F06A |
| Kevin Schulkoski | Dixie NF | (801) 826-4221 | :R04F07D04A |
| Lou Anne Eaton | Fishlake NF | (801) 896-9233 | :R04F08A |
| Rodney Player | Manti-LaSal NF | (801) 637-2817 | :R04F10A |
| Varian Allen | Manti-LaSal NF | (801) 637-2817 | :R04F10A |
| Sarah Lau | Payette NF | (208) 634-0700 | :R04F12A |
| John Humphries | Payette NF | (208) 634-0700 | :R04F12A |
| Jim Simpson | Sawtooth NF | (208) 737-3213 | :R04F14A |
| Marsha Phillips | Targhee NF | (208) 624-3151 | :R04F15A |
| David Sleight | Targhee NF | (208) 374-5422 | :R04F15D01A |
| Millie Grune | Toiyabe NF | (702) 355-5375 | :R04F17A |
| Larry Raley | Toiyabe NF | (702) 964-2671 | :R04F17D03A |
| Syd Jacques | Uinta NF | (801) 377-5780 | :R04F18A |
| Bill Thompson | Regional Office | (801) 625-5250 | :R04A |
| Marjorie Leonard | Regional Office | (801) 625-5773 | :R04A |



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## QUALITY POLICY

*Stewardship of land and resources is the guiding principle of the Intermountain Region's Total Quality Management process.*

*As a Quality Organization, we will:*

—*Clarify this stewardship role with our external customers as we seek to determine their expectations, negotiate and come to mutual agreement, and then consistently meet those expectations.*

—*Support this stewardship internally by consistently seeking out and conforming to the expectations of our personal customers.*